



OFFICE OF THE COMPTROLLER
CITY OF ST. LOUIS



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Comptroller

Internal Audit Section

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January 19, 2010

Helen D. Haskins, Court Administrator
Civil Courts Building, Room 412
10 N. Tucker Boulevard
St. Louis, MO 63101

RE: Detention Personnel Scheduling (Project #2009-52)

Dear Ms. Haskins:

Enclosed is the Internal Audit Section's special review of the Juvenile Detention Center (JDC), Detention Personnel Scheduling as of April 2009. The audit objectives were to determine if the JDC effectively and efficiently managed personnel scheduling to ensure:

- Accomplishment of establish objectives and goals
- Compliance with applicable laws, regulations, policies and procedures
- Reduction in overtime cost
- Economic and efficient use of resources

Fieldwork was completed on August 11, 2009. Management's response to the observation and recommendation noted in the report was received on January 12, 2010, and has been incorporated in the report.

This review was made under authorization contained in Section 2, Article XV of the Charter, City of St. Louis, as revised, and has been conducted in accordance with the *International Standards for the Professional Practice of Internal Auditing*, and at the request of JDC's management.

If you have any questions, please contact the Internal Audit Section (314) 622-4723.

Respectfully,

Dr. Kenneth M. Stone, CPA
Internal Audit Executive

Enclosure

cc: Kathryn Herman, Assistant Court Administrator/Juvenile Officer
Allen Irving, Superintendent, JDC
Gerald W. Hayes, Assistant Superintendent, JDC
Deborah L. Crescenzo, Business Office Manager, JDC



CITY OF ST. LOUIS

TWENTY-SECOND JUDICIAL CIRCUIT COURT

JUVENILE DIVISION - FAMILY COURT

DETENTION PERSONNEL SCHEDULING

SPECIAL REVIEW

AS OF APRIL 2009

PROJECT #2009-52

DATE ISSUED: JANUARY 19, 2010

**Prepared by:
The Internal Audit Section**



OFFICE OF THE COMPTROLLER

HONORABLE DARLENE GREEN, COMPTROLLER

**TWENTY-SECOND JUDICIAL CIRCUIT COURT
JUVENILE DIVISION-FAMILY COURT
DETENTION PERSONNEL SCHEDULING
SPECIAL REVIEW
AS OF APRIL 2009**

EXECUTIVE SUMMARY

Purpose

The Internal Audit Section (IAS) has completed special review of the Juvenile Detention Center (JDC), Detention Personnel Scheduling. The purpose was to determine if the JDC effectively and efficiently managed personnel scheduling to ensure:

- Accomplishment of established objectives and goals
- Compliance with applicable laws, regulations, policies and procedures
- Reduction in overtime cost
- Economic and efficient use of resources


Conclusion

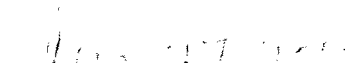
The opportunity exists for JDC to improve the internal controls over operational and fiscal activities. The following was noted in the review:

1. Opportunity to increase efficiencies in personnel scheduling and reduce overtime cost

The observation is discussed in more details in the *Detailed Observations, Recommendations and Management's Responses* section of this report.

This review was made under authorization contained in Section 2, Article XV of the Charter, City of St. Louis, as revised, and has been conducted in accordance with the *International Standards for the Professional Practice of Internal Auditing*, and at the request of JDC's management.


Dr. Kenneth M. Stone, CPA
Internal Audit Executive


Date

**TWENTY-SECOND JUDICIAL CIRCUIT COURT
JUVENILE DIVISION-FAMILY COURT
DETENTION PERSONNEL SCHEDULING
SPECIAL REVIEW
AS OF APRIL 2009**

TABLE OF CONTENTS

<u>Description</u>	<u>Page(s)</u>
INTRODUCTION	
Background	1
Purpose	1
Scope and Methodology	1
Exit Conference	2
Management's Responses	2
OBSERVATIONS	
Status of Prior Observations	3
Summary of Current Observations	3
DETAILED OBSERVATIONS, RECOMMENDATIONS AND MANAGEMENT'S RESPONSES	4-5

INTRODUCTION

Background

The mission of the City of St. Louis Family Court-JDC is to administer justice with compassion, dignity and respect and in a manner that promotes child protection, safe communities, and juvenile competence through holding juvenile accountable, repairing harm to victims, and strengthening families.

The Juvenile Division of the Family Court is made up of the child protection, special service, legal, detention, administrative and judicial departments.

The JDC operates seven days a week, 24 hours a day. The center is a secured facility where juveniles are detained by order of the Juvenile Court pending a hearing on delinquent matters. The purpose of holding a juvenile in detention is merely to safeguard the juvenile or other pending adjudication of the petition filed in the juvenile's interest. Residents range in age from 11-17 years, and they can be expected to remain for an average stay of 20 days.

The Missouri Supreme Court rules of practice and procedures in Juvenile Courts, Section 11.2 requires JDC to maintain an 8:1 juvenile to staff ratio, with at least two child care workers on duty at all times.

Purpose

The audit objectives were to determine if the JDC effectively and efficiently managed personnel scheduling to ensure:

- Accomplishment of established objectives and goals
- Compliance with applicable laws, regulations, policies and procedures
- Reduction in overtime cost
- Economic and efficient use of resources

Scope and Methodology

The review was confined to evaluating the internal controls over the operational and fiscal activities involving personnel scheduling. The audit procedures included inquiries of management and staff, observations of relevant processes, and reviews for compliance with policies and procedures, as well as applicable laws and regulations. Limited tests of controls, and other procedures considered necessary were performed. The fieldwork was completed on August 11, 2009.

INTRODUCTION

Exit Conference

An exit conference was conducted at JDC on January 12, 2010. JDC was represented by Kathryn Herman, Assistant Court Administrator/Juvenile Officer and Deborah Crescenzo, Business Office Manager. The Internal Audit Section was represented by Dorothy Middleton, Auditor II and Olaide Hassan, Auditor-in-Charge.

Management's Responses

Management's response to the observation and recommendation noted in the report was received from JDC on January 12, 2010, and has been incorporated into the report.

OBSERVATIONS

Status of Prior Observations

There were no current prior internal and external audits performed on detention personnel scheduling.

Summary of Current Observations

The opportunity exists for JDC to improve the internal controls over operational and fiscal activities. The following was noted in the review of the personnel scheduling:

1. Opportunity to increase efficiencies in personnel scheduling and reduce overtime cost

This observation is discussed in more detail in the *Detailed Observations, Recommendations and Management's Responses* section of this report.

**DETAILED OBSERVATIONS, RECOMMENDATIONS
AND MANAGEMENT'S RESPONSES**

1. Opportunity To Increase Efficiencies In Personnel Scheduling And Reduce Overtime Cost

JDC employees' daily work schedule allows for 15 minutes overtime pay for shift change to employees who worked eight hours. The employees working in excess of the 40 hours were paid overtime in accordance with the Federal Labor Standard Act (FLSA). JDC did not consider the shift change time part of the employee's regular work schedule and allowed 15 minutes paid overtime for the shift change.

JDC's overtime hours and pay reports for the two pay periods reviewed revealed the following:

- \$3,352.62 (26%) of the total \$12, 679.65 in overtime cost for the period ended January 31, 2009 was due to the 15 minutes for shift change
- \$3,329.95 (28%) of the total \$11,573.46 in overtime cost for the period ended February 28, 2009 was due to the 15 minutes for shift change
- Based on the average cost of \$3,341.29, the projected overtime cost will be \$86,873.54 annually for shift change . This cost is estimated to be 33% of the total overtime budget of \$260,000 for 2009

Responses from surveys administered to two other juvenile centers and the City of St. Louis Justice Center revealed that shift change is considered part of the forty hour work week; therefore no overtime was required. The shift hours for these centers were:

DAILY SHIFT HOURS	JACKSON COUNTY JUVENILE DETENTION CENTER	ST. LOUIS COUNTY JUVENILE DETENTION CENTER	CITY OF ST. LOUIS JUSTICE CENTER
MORNING SHIFT	7:00 A.M.-3:00 P.M.	7:00 A.M.-3:00 P.M.	6:30 A.M.-3:00 P.M.
EVENING SHIFT	3:00 P.M.-11:00 P.M.	3:00 P.M.-11:00 P.M.	2:30 P.M.-11:00 P.M.
NIGHT SHIFT	11:00 P.M.-7:00 A.M.	11:00 P.M.-7:00 A.M.	10:30 P.M.-7:00 A.M.

Changing the current work schedule could promote efficiency and reduce total overtime cost. As noted above, this change represents a third of the current budget.

**DETAILED OBSERVATIONS, RECOMMENDATIONS
AND MANAGEMENT'S RESPONSES**

1. Continued...

Recommendation

It is recommended that JDC management consider changing the current personnel scheduling policy, in an effort to reduce overtime cost.

Management's Response

The audit of the detention scheduling was done at the request of the court to look for areas of possible improvement.

We are evaluating the recommendation to eliminate the watch change conference. We have to ensure that vital information is communicated from one watch to the next, which is the purpose of the watch change conference. The conference allows a fifteen minute overlap for staff coming on duty to learn any vital information from the staff that are getting ready to go off duty.

The option presented by the Justice Center would be more costly as we would have to cover the 30 minutes lunch break with additional staff.

We are reviewing other matters regarding staffing such as off day assignments and the number of individuals assigned to each shift to determine if any saving can be achieved through modification of scheduling.